POSITION TASK BOOK FOR THE POSITION OF

ALL-HAZARDS NATIONAL INCIDENT MANAGEMENT SYSTEM (NIMS) INCIDENT COMMANDER (TYPE 3)

INCIDENT COMMANDER (TYPE 3)

1. Competency: Assume position responsibilities

Description: Successfully assume the role of IC and initiate position activities at the appropriate time according to the following behaviors.

1a. Behavior: Obtain information relevant to position assignment

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
1. Obtain and review necessary documentation: ● Copy of Delegation of Authority, Letter of Expectation, Letter of Agreement or Memorandum of Understanding (MOU) ● Applicable plans and reports ● Directories: phone, notification ● Written incident status summary ● Authorizations: cell phones, rental vehicles, computers	E, F, I		
2. Receive briefing from outgoing IC, if available: ● Meetings and briefings schedule ● Situational assessment ● Incident objectives ● Strategy ● Hazards to incident personnel and public ● Agencies/jurisdictions involved ● Organizational structure ● Resources summary ● Logistical needs ● Ordering procedures ● Incident priorities and status: life safety, incident stabilization, property and environment ● Timing and scheduling ● Expected products ● Special concerns ● Financial concerns and limitations	E, F, I		

1b. Behavior: Establish or determine organizational structure, resource and staffing needs

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
3. Evaluate staffing needs required to manage the incident: ● Ensure consistency with National Incident Management System (NIMS) organizational structure ● Identify training opportunities ● Ensure use of established procedures for ordering resources ● Request appropriate technical specialists to assist with special incident conditions ● Organize to meet needs for management and control of the incident	E, F, I		
4. Evaluate the need for Unified Command and identify appropriate jurisdictional agencies.	C, E, F, I, J, T		

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
5. Utilize personnel: ● Establish appropriate organization and assign roles and responsibilities, while maintaining span of control	E, F, I		
6. Work closely with the Operations Section to identify kind, type and number of resources required to achieve incident objectives: ● Consider incident type and complexity, kinds and types of resources, resource availability and health and safety factors ● Consider long-range and contingency plans and identify potential future resources	E, F, I		
7. Work closely with the Planning Section to identify planning cycle, schedules and products: ● Plans ● Reports ● Other products	E, F, I		

1c. *Behavior:* **Ensure readiness for assignment**

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
8. Arrive properly equipped at designated time and location and check in according to agency/organization guidelines: ● Arrive with go-kit and any additional equipment ● Carry out check-in procedures and ensure assigned personnel do the same	E, F, I		
9. Obtain complete incident and logistical information: ● Incident name, number, anticipated duration, size, type, responsibilities and expectations ● Reporting time and location ● Transportation arrangements and travel routes ● Contact procedures during travel (telephone/radio) ● Expected working conditions ● Personal Protective Equipment (PPE) ● Security measures ● Updated contact information and information links	E, F, I		

10. Obtain, assemble and prepare information and materials for go-kit. The kit should contain critical items for the assignment and be easily transportable:
● Supplies:
  ○ Office supplies appropriate to the function
  ○ Authority Having Jurisdiction (AHJ) identification badge and qualification card
● Reference materials:
  ○ Functional guidelines relative to incident type (agency guidance or other functional guidelines)
  ○ AHJ operations guides or other operational guides
  ○ Position manuals
● Forms:
  ○ Agency-specific forms appropriate to the function
	E, F, I		

2. Competency: **Communicate effectively**

Description: Use suitable communication techniques to share relevant information with appropriate personnel on a timely basis to accomplish objectives in a potentially rapidly changing environment.

2a. Behavior: **Ensure the exchange of relevant information during briefings**

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
11. Brief designated official and incident staff: ● Existing situation ● Strategy, objectives and tactics ● Need for additional resources ● Priorities and resources to be protected (such as life, property, infrastructure and environment)	E, F, I		
12. Lead staff briefings and debriefings.	E, F, I		
13. Prepare for and participate in briefings: ● Ensure briefings are accurate, timely and include appropriate personnel ● Brief external support organizations ● Share and evaluate information ● Identify safety hazards and mitigation strategies with the Safety Officer ● Maintain quality updates for the ICS Public Information Officer (PIO)	E, F, I		

2b. Behavior: **Develop appropriate information releases and conduct media interviews according to established protocol**

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
14. Participate in media interviews: ● Present a positive, trustworthy, professional image to the public and the media during interviews	E, F, I		
15. Participate in public meetings: ● Establish external communication protocols with the affected publics ● Anticipate and respond proactively to public issues and concerns	E, F, I, J		
16. Review and approve information releases: ● Follow established information protocols ● Ensure releases are timely and accurate	E, F, I		

3. Competency: Lead assigned personnel

Description: Influence, lead, and direct assigned personnel to accomplish objectives and desired outcomes in a potentially rapidly changing environment.

3a. Behavior: Model leadership values and principles

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
17. Create a positive work environment: ● Communicate leader's intent and guidance ● Manage incident personnel and their activities effectively ● Proactively assume responsibility for the incident and initiate action	E, F, I		
18. Establish and maintain positive interpersonal and interagency working relationships: ● Understand scope, roles, responsibilities, jurisdiction and authority of responding agencies	E, F, I		
19. Exhibit principles of duty, respect and integrity as a leader.	C, E, F, I, J, T		
20. Understand and comply with NIMS/Incident Command System (ICS) concepts and principles: ● Establish and modify an effective organization based on changing incident and resource conditions ● Maintain appropriate span of control ● Act as a representative of incident leadership	E, F, I		

3b. Behavior: Communicate incident priorities and supervise personnel

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
21. Direct and communicate with assigned personnel: ● Communicate priorities, objectives, strategies and any changes ● Inform personnel of their assigned tasks and expectations ● Clearly explain conflict resolution procedures and ensure that personnel understand ● Ensure that assigned objectives and expectations for the operational period are reasonable and accurate	E, F, I		
22. Ensure debriefings occur and participate as necessary: ● Ensure incident situation status information is current and complete	E, F, I		
23. Ensure that all Command and General Staff, branch directors, division/group supervisors and unit leaders work together consistently and effectively to manage the incident.	E, F, I		
24. Ensure that staff follows all applicable agency/jurisdiction policies, contracts, standard operating procedures and agreements: ● Federal, state, local, tribal, territorial and regional relationships, as appropriate ● Roles and responsibilities of potential responder agencies ● Scope, jurisdiction and authority of potential responder agencies' contingency plans	E, F, I		

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
25. Supervise and hold personnel accountable for executing assigned tasks: ● Identify and promptly resolve disagreements, issues and misunderstandings ● Prioritize work while considering immediate support for incident operations	E, F, I		

3c. *Behavior:* **Ensure the health, safety, welfare and accountability of assigned personnel**

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
26. Demonstrate knowledge of and comply with relevant health and safety requirements: ● Direct and oversee operations to ensure compliance with health and safety considerations and guidelines ● Coordinate with the Safety Officer to ensure that assigned personnel follow safety guidelines	E, F, I		
27. Direct actions based on Incident Action Plan (IAP) safety analysis: ● Implement appropriate tactics ● Ensure public safety	E, F, I		
28. Evaluate mental and physical fatigue of assigned personnel: ● Ensure adequate rest is provided to section personnel	E, F, I		
29. Recognize potentially hazardous situations, inform assigned personnel of hazards and take precautions to mitigate risk: ● Adjust operations in response to hazards, weather and other relevant events	E, F, I		
30. Report or explain the procedures for reporting unexpected occurrences, such as fire, death, injury, illness, exposure to pathogens or hazardous materials (HAZMAT), accident, political contact or property loss or damage: ● Ensure report contains nature of event, location, magnitude, personnel involved and initial action taken (such as helicopter picking up injured or an appropriate subsequent action) ● Ensure the protection of Personally Identifiable Information (PII) while reporting ● Obtain information from the following sources regarding special hazards, threats or unexpected occurrences: subordinates, personal observation, other incident personnel and off-incident personnel	E, F, I		

3d. *Behavior:* **Identify opportunities and meet requirements to provide equal access and reasonable accommodation in all activities**

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
31. Demonstrate the ability to assess and monitor for physical access, programmatic access and effective communications access.	E, F, I, J		
32. Demonstrate the ability to identify opportunities for universal accessibility.	E, F, I		
33. Provide equal access, disability accommodations and access and functional needs (AFN) accommodations.	E, F, I, J		

4. *Competency:* Conduct operations and ensure completion of assigned tasks

Description: Identify, analyze and apply relevant situational information and evaluate actions to complete assignments safely and meet identified objectives. Complete actions within established time frame.

4a. Behavior: Set the incident priorities

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
34. Analyze tactical plans to ensure achievement of incident objectives: ● Analyze work assignments and staffing levels to ensure achievement of incident objectives ● Involve resources such as aviation, maritime, rail and other whole-community resources in activities, as necessary	E, F, I		
35. Conduct strategy meetings as necessary: ● Assess organizational needs ● Identify additional resource needs ● Identify critical factors to ensure incident success ● Prioritize incident objectives	E, F, I		
36. Develop and validate incident strategy commensurate with available resources, incident objectives and safety considerations.	E, F, I		
37. Develop clear and concise incident objectives: ● Measurable and attainable ● Aligned with agency administrator's direction	E, F, I		
38. Disseminate priorities and expected completion timelines to staff.	E, F, I		
39. Hold staff accountable for communicated priorities and deadlines.	E, F, I		

4b. Behavior: Develop and implement plans

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
40. Approve completed IAP: ● Ensure plan is complete, accurate, attainable and relevant to the incident objectives	E, F, I		
41. Coordinate, review and approve other necessary, relevant plans: ● Demobilization plan ● Evacuation plan ● COOP plan ● Situation report	E, F, I		
42. Direct the planning process: ● Prepare for and participate in planning meetings ● Assist in the development of plans, as necessary: ○ Long-range ○ Strategic ○ Contingency ○ Demobilization ○ Continuity of Operations Plan (COOP)	E, F, I		

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
43. Review, validate and modify IAP: ● Analyze alternate strategies and explain decision ● Validate or revise incident objectives ● Develop strategy and alternate strategy ● Review information covering health and safety principles, known hazards and importance of all periods ● Validate incident organizational structure ● Validate incident resource assignments ● Review reserve resources ● Evaluate immediate support needs	E, F, I		

4c. *Behavior:* **Coordinate with all appropriate personnel and stakeholders**

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
44. Anticipate and respond proactively to social, political and cultural issues and concerns: ● Procurement ● Elected officials ● Stakeholders ● Resource advisors ● Public figures	F, I		
45. Ensure that accurate and timely internal and external information flow occurs at all levels of the incident: ● Provide intelligence/information as the agency administrator, agency policy, jurisdictional emergency operations center (EOC) or guidelines require ● Provide accurate, complete information to relevant personnel in a timely manner ● Communicate any changes to incident response strategy and tactics based on changing conditions	E, F, I		
46. Establish effective relationships and coordinate with incident personnel: ● IMT personnel ● Other supporting personnel	E, F, I		
47. Establish effective relationships with stakeholders and partners in the impacted jurisdiction(s).	E, F, I		

4d. *Behavior:* **Apply agency policy, contracts and agreements**

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
48. Complete all work according to organization/agency direction, policy and incident objectives: ● Ensure that personnel complete all documentation requirements according to organization/agency direction, policy and incident objectives	E, F, I		
49. Demonstrate knowledge of and apply relevant legal, regulatory and fiscal constraints.	E, F, I		

4e. *Behavior:* **Ensure operations consider socioeconomic, cultural, environmental and historical impacts**

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
50. Coordinate with appropriate personnel to identify resources of natural and cultural significance.	E, F, I		
51. Ensure that necessary precautions are in place to protect the resources and secure the control measures.	E, F, I		

4f. Behavior: **Make appropriate decisions based on evaluation of gathered information, risks and incident situation and use information to produce outputs and modify approach**

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
52. Adapt to expanding boundaries if incident escalates, while maintaining appropriate span of control: ● Allocate resources according to incident priorities ● Notify appropriate personnel through the chain of command (via designated official or by coordinating requests according to local ordering protocol)	E, F, I		
53. Demonstrate ongoing awareness of environment, recognize changing incident complexity and take appropriate action.	E, F, I		
54. Ensure operations align with the established incident priorities of the impacted jurisdiction(s).	E, F, I		
55. Evaluate special conditions, existing or predicted, that require technical expertise, including: ● Hazards ● Reconnaissance ● Objectives ● Access/egress ● Values to be protected ● Evacuation/sheltering potential ● Communications ● Organizational structure ● Tactical coordination ● Weather and topography ● Responder fatigue ● Logistical considerations ● Jurisdictional responsibilities ● Span of control	E, F, I		
56. Identify and resolve problems that could affect the incident outcome: ● Media ● Political issues ● Conflicting objectives	E, F, I		
57. Supervise and continually evaluate overall incident response and modify response as necessary: ● Revise incident objectives ● Revise mitigation actions based on incident safety analysis ● Assign resources according to incident priorities ● Advise subordinates of changes	E, F, I		

4g. Behavior: **Ensure documentation is complete**

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
58. Maintain and collect personal records related to incident: ● Time sheet ● Rental records ● Accident forms ● Property records ● Equipment time records ● Receipts	E, F, I		
59. Maintain and submit incident records for events, personnel, equipment, supplies and other data for incident management needs: ● Incident objectives and strategy ● IAP ● Property loss/damage reports ● Agency-required incident reports ● Activity log ● Changes in strategy and tactics ● Situation report	E, F, I		
60. Review documents for accuracy, timeliness and appropriate distribution.	E, F, I		

5. Competency: **Prepare for demobilization/transfer**

Description: Demobilize position and transfer position duties.

5a. Behavior: **Transfer position duties while ensuring continuity**

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
61. Complete all necessary reports and narratives following common standards before turnover: ● Activity log ● Shift change ● End of operational period ● Reassignment ● Deactivation/demobilization	E, F, I		
62. Complete the process for demobilizing position responsibilities: ● Brief and provide complete and accurate records to relief personnel ● Discuss equipment release considerations ● Coordinate with appropriate partners regarding demobilization priorities and procedures ● Brief personnel on demobilization responsibilities ● Ensure personnel demobilize in a timely and complete manner ● Emphasize safety and accountability during this phase of operations	C, E, F, I, J, T		
63. Coordinate an efficient transfer of position duties when deactivating or demobilizing resources: ● Inform assigned personnel ● Notify incoming personnel when and where transition of positions will occur ● Conduct transition effectively ● Document follow-up action and submit to agency representative	E, F, I		
64. Participate in transition or incident closeout: ● Conduct debriefings with agency administrator(s) as requested ● Close out incident as appropriate for the AHJ	E, F, I		

5b. Behavior: **Plan for demobilization and ensure staff follow demobilization process**

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
65. Direct development of, approve and implement demobilization plan: ● Coordinate with appropriate partners regarding demobilization procedures ● Coordinate needs and responsibilities	E, F, I		
66. Ensure completion of After Action Reviews (AAR) to share findings and recommendations with appropriate personnel using an objective delivery format: ● Strengths and weaknesses ● Commendations and recommendations	E, F, I		

67. Identify and negotiate key transition documents and appropriate incident documentation: ● Delegation of Authority ● Transition plan/schedule ● IAP	E, F, I		